

**Public Hearing on
Proposed Resolution 16-108**

**“Deputy Mayor for Planning and Economic Development Stanley
Jackson Confirmation Resolution of 2005”**

**Before the
Committee on Economic Development
Sharon Ambrose, Chairperson
Council of the District of Columbia**



**Testimony of Stanley Jackson
Acting Deputy Mayor for Planning and Economic Development**

**Monday, March 21, 2005
10:00 a.m.
Room 412
John A. Wilson Building
1350 Pennsylvania Ave., N.W.
Washington, D.C.**

Good Afternoon, Chairperson Ambrose, and members of the Committee on Economic Development. My name is Stanley Jackson and I come before you this afternoon as Mayor Williams' nominee to serve as the Deputy Mayor for Planning and Economic Development.

BACKGROUND

Let me begin my testimony by telling you a little bit about myself and my history in the District of Columbia Government. I would then like to give an overview of my assessment of the operations of the Office of the Deputy Mayor for Planning and Economic Development and my vision for the future of the Office. Let me assure you and members of the Committee that I have a demonstrated ability to provide strong leadership and direction to that Office and will work diligently to ensure that we continue to develop and execute economic development and planning policies that have a significant positive impact on all those who live, work and visit within our borders.

For the record, I am a long-term resident of the District of Columbia. I hold a Bachelor's degree in Administration from the University of North Carolina at Fayetteville. I have completed graduate courses in Business



Administration at Howard University. I also completed an executive training course at Harvard University's John F. Kennedy School of Government.

While serving as Vice President of a local bank, I was responsible for the complete operation of the bank, including underwriting and managing the community loan portfolio.

I began my career in the District government in 1981 as a management analyst with the Office of Tax and Revenue (OTR). During my 20-year career with the District, I have worked in a series of challenging positions and have consistently assumed increasing responsibility with positive outcomes. At the OTR, I rose through the ranks, serving as Division Chief for the Investigations and Collections Division, Chief Tax Enforcement Officer, Associate Director for Audit Compliance and Investigations, Chief of Assessment Services Division for Real Property Tax Administration, Director of Customer Service Administration, and -- from May of 2000 until my appointment as Director of the Department of Housing and Community Development (DHCD) in July 2001 -- I served as the Chief of Staff to Dr. Natwar Gandhi, the Chief Financial Officer for the District of Columbia.

In my role as Chief of Staff, I assisted in the completion of the fourth consecutive Comprehensive Annual Financial Report (CAFR) where the

District received an unqualified or “clean” audit opinion, helped to obtain bond rating upgrades, ensured a smooth budget process, and facilitated the first Tax Increment Financing deal for the Spy Museum. Up to that point in my career, I was credited with a number of significant accomplishments, including:

- Re-Engineered the Department of Finance and Revenue’s Compliance and Enforcement Operations, creating an Investigation and Collections Division resulting in record revenue collections.
- Developed, implemented and managed the District’s first tax amnesty program which generated in excess of \$24 million dollars --- \$12 million more than expected.
- Created and managed the District’s first “unclaimed property” program.
- Established, implemented and managed a defective check collection operation that recovered \$2.5 million dollars annually in bad checks written to the District.
- Represented the District in the development and implementation of the tax lien securitization transaction with the D.C. Tax Lien Certificate Trust.

- Ensured that audits of two major entities, the Public Benefit Corporation and University of the District of Columbia, were completed in a way that did not adversely affect the satisfactory and timely issuance of the 2000 CAFR or citywide audit.

On July 30, 2001, I was appointed the Acting Director of the DHCD and had the honor of being confirmed by this Council as the Agency's Director. When I took the helm at the Department, the agency suffered from a poor public image, fueled by an ongoing investigation conducted by the Office of the Inspector General and a four month review by the Washington Post. In addition, the Department faced a review of its administration of the Neighborhood Development Assistance Program (better known as NDAP) by the U.S. Department of Housing and Urban Development (HUD). The agency had not timely expended or obligated its annual Community Development Block Grant budget and, in FY 2001, \$2 million in spending authority in HOME federal funds lapsed because of the agency's failure to obligate the funds in a timely fashion.

In the midst of these challenges, the Department was negotiating the transfer of the Redevelopment Land Agency (RLA) assets to the National Capital Revitalization Corporation (NCRC), reviewing Development

Finance commitments in FY 2001 that obligated the agency's FY 2002 dollars, and advancing the Mayor's Omnibus Housing Legislation.

The agency had been functioning in a crisis management mode rather than being proactive. Communication was poor, both internally and externally, and the 1998 and 2001 agency re-alignments were incomplete and had failed to accomplish the goals of providing the agency with improved systems, operating procedures, and sufficient employee skill sets to accomplish the agency's mission. Further, the absence of accountability incentives for employees contributed to poor performance, poor image and poor delivery of customer service.

At the time of my appointment, the Mayor and then Deputy Mayor for Planning and Economic Development requested that I complete four major objectives: (1) meet HUD's spending requirements; (2) create and preserve affordable housing; (3) stimulate neighborhood revitalization; and (4) develop an agency that performs its mission effectively and efficiently.

Today, I am proud to report that, as a direct result of my leadership, and with the strong support of the Mayor and this Council, the Department of Housing and Community Development is an agency reborn. Let me highlight some of the milestones that were achieved during my tenure:

Fiscal Management

- In Fiscal Year 2002, the Department, for the first time in its 26 year history, met the HUD spending target, and has done so every year since.

Affordable Housing

- DHCD invested **\$67.7** million of CDBG, HOME, HPTF and DC Appropriated Funds to provide **5,437** rehabilitated multi-family units, with an average subsidy per unit of **\$12,456**.
- DHCD invested **\$29.2** million in the creation of **2,569** new housing units, with an average subsidy of **\$11,368**.

- **Special Needs Housing**

- DHCD invested **\$7.7** million to provide **173** housing units to persons with physical and other disabilities.
- DHCD invested **\$17.6** million to provide **910** housing units to elderly residents.

Assistance for Homebuyers and Homeowners

- DHCD invested **\$18** million to assist **1,355** first-time homebuyers through the Home Purchase Assistance Program
- DHCD provided long-term deferred loans for DC employees; special assistance for police officers, teachers, fire-fighters and EMTs

- Under the Single Family Residential Rehabilitation Program, DHCD invested approximately \$2.4 million to assist 83 single-family home owners with low cost loans/grants to rehabilitate their homes

Neighborhood-Based Investments

DHCD invested:

- **\$7** million to provide comprehensive housing counseling services for **16,000** households
- **\$1.2** million to assist **4,020** tenants in properties where expiring Section 8 program threatens tenant dislocation;
- Nearly **\$2** million to assist organizations in predevelopment and development support activities for 300 affordable housing units;
- **\$4** million for storefront façade improvements for **250** businesses;
- **\$1.2** million for job training and placement for **657** individuals;
- **\$3.3** million for technical assistance for **2,600** small businesses

On January 19th of this year, the Mayor honored me with the appointment as Acting Deputy Mayor for Planning and Economic Development. If confirmed, I fully expect to bring to that office the same vision, character, and tireless commitment that resulted in the successes at the Department of Housing and Community Development.

As you know, the mission of the Office of the Deputy Mayor for Planning and Economic Development is to support the Mayor by developing and executing the District's economic development policies. We advise the Mayor on the most effective use of public resources for economic development, recommend capital financing strategies, and serve as the principal governmental contact for businesses looking to expand within – or move to – Washington, D.C.

To complete this mission, we fulfill three principal roles:

- First, we manage and coordinate the executive agencies involved in economic development.
- Second, we develop policies and programs to grow and diversify the District's economy.
- Third, the Deputy Mayor acts as the Mayor's representative to businesses, developers, and other government agencies.

On February 23rd of this year, I testified before this Committee on the accomplishments of the Deputy Mayor's office during FY 2004 and the first half of FY 2005. I also highlighted the activities that we would be undertaking under my leadership for the balance of FY 2005 and beyond.

In addition to the myriad of economic development opportunities we are already creating, our office will emphasize neighborhood revitalization, stimulating development along the great streets of the District, and the development and preservation of affordable housing.

Specifically, we are going to focus on three areas:

Rebuilding our communities. Communities need more than housing. We are going to provide housing, retail, restaurants, social services and jobs—in one place, as one community.

Improving our Great Streets. We will move shoppers and workers onto our neighborhood boulevards by revitalizing them, improving the streetscapes, upgrading the infrastructure and bringing new tenants into town.

Improving Conditions in Our “Hot Spots.” Crime is not an independent problem. By reducing crime and blight, we increase the opportunity for development. Our goal is to turn our “hot spots” of crime into “hot spots” for housing, commerce and jobs.

We will promote the continued expansion of neighborhood retail. We currently support 11 active Main Street programs – from Adam’s Morgan to Anacostia, Barracks Row to Brookland.

We will continue to tackle the problem of vacant and abandoned properties through our *Home Again* program – 330 vacant and abandoned properties have been rehabbed by their current owners and Home Again developers. Since November 2002, *Home Again* has awarded 87 properties to 11 different pre-qualified developers. Those 87 properties will generate 131 new or rehabilitated housing units, with 49 of those units affordable to buyers at less than 60% of the Area Median Income for a family of four.

As we have done with Capitol Hill Tower in Ward 6, Skyland in Ward 7, Washington Gateway and Rhode Island Place in Ward 5, and DC USA in Ward 1, we will continue to use TIF to promote retail development -- especially as part of our Great Streets Initiative.

We will continue redeveloping the old convention center site into a new city center for Washingtonians and visitors from all walks of life.

We will continue working with the Washington Convention Center Authority to build a convention center hotel on 9th St. and Massachusetts Avenue -- a move that is expected to increase the convention center's performance and strengthen our tourism industry.

We will build a new baseball stadium. While the Washington Nationals play at RFK in FY 05, we will build a new baseball stadium on the banks of the Anacostia—with District contractors.

And we will move on the implementation of the Anacostia Waterfront Initiative.

CONCLUSION

In conclusion Madame Chair, some would say that 20 years is a long time to labor at something. I, on the other hand, would say that, if it is a labor of love, 20 years may not be long enough. I love this city, I love serving this city, and I want to continue serving this city in my new capacity as the Deputy Mayor for Planning and Economic Development. I seek your support for my nomination to that position. I bring to the position a tireless dedication to excellence and a demonstrated track record of achievement. I look forward to a continued partnership with each of you as we work to improve the quality of life for those we serve.

This concludes my testimony. I will be happy to answer any questions that you may have.